

MEMORANDUM

SUBJECT: EPA's New Innovation Strategy

TO: All EPA Employees

A year ago, I directed the Office of Policy, Economics and Innovation to work with the Innovation Action Council to assess our innovation activities and propose a long-term strategy for future innovation. Today I am pleased to announce the result – ***Innovating for Better Environmental Results: A Strategy to Guide the Next Generation of Innovation at EPA.***

This strategy reflects an EPA commitment to explore new and creative ways of achieving cleaner air, purer water, and better-protected land. As we manage today's environmental programs and fulfill our statutory obligations, we must also reorient the nation's environmental protection system to focus on environmental performance; emphasize comprehensive environmental responsibility; integrate environmental management; use market-based incentives and the full range of available tools to achieve ambitious environmental goals; and strengthen partnerships with others who can contribute to environmental solutions. You can view the innovation strategy and learn about innovative activities across the Agency by visiting the following OPEI web site: <http://www.epa.gov/opei/strategy/>.

The strategy's elements are straightforward, and I ask everyone to consider how we can:

- 1) strengthen our innovation partnerships with states and tribes;**
- 2) focus our innovation efforts on priority environmental problems;**
- 3) make full use of technology, market-based incentives, environmental management systems, and measurable performance goals; and**
- 4) make EPA's culture and management systems more "innovation friendly."**

I thank the Innovation Action Council and OPEI for their leadership in developing the strategy through a comprehensive review of such innovative enterprises as Project XL, Energy Star, and SO₂ trading, careful consideration of recommendations from a variety of scholars, analysts, and organizations, and close consultation with states and other stakeholders. I look forward to working with creative problem solvers throughout EPA as we continue to develop new, more effective ways of pursuing the Agency's important mission.

Christine Todd Whitman